Investigation of the Relationship between Organizational Trust and Organizational Commitment

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Abstract Organizational trust and organizational commitment are considered as the most important entraining factors for organizational success. The most important factor in the formation of organizational commitment is trust that employees have in their organizations. In this study, the relationship between organizational trust and organizational commitment was searched. For this purpose, 176 sports employees of Provincial Directorate of Youth and Sports in Turkey were applied "organizational trust scale" developed by Omarov [33] as well as "organizational commitment scale" developed by Meyer and Allen [26]. The data obtained as a result of the research were analyzed by SPSS 20.0 software program and the results were presented. As a result, it is remarkable that emotional commitment of male employees was more than that of female employees. Trust of participants in director positively affected emotional and normative commitment. It was also determined that trust of participants in their colleagues and organizations positively affected normative (commitment to worth and targets of the organization) commitment. It was concluded that organizational trust positively affected organizational commitment in sports employees.

Keywords Organizational, Trust and Commitment, Sports Employees

1. Introduction

In modern organizations, it can be observed that less hierarchical stages are present between administrating and administered, high level of participation is supplied and trust gains importance in inter-organizational relationships. Leaguing of people having different characteristics and skills together around similar purposes and performing this with high level of participation and with trust to a large extent gradually becomes even more important. For this reason, providing the trust feeling in organization and between the members of organization is confronted as a necessity [10]. Trust can be defined as people displaying behaviors mutually with each other as part of the scope of universal moral rules [30]. Organizational trust is a discrete but concretizing process with behaviors of individuals in an organizational structure in a feeling of accuracy, belief, commitment and sincerity to each other [2]. Inter-organization trust plays an important role in organizational activities and periods such as cooperative behavior development, performance evaluation, setting an objective, leadership, and formation of team spirit, organizational commitment and contribution to the satisfaction of employee [16].

Organizational Trust: Providing organizational trust in organizations, it's possible to mention three dimensions such as trust in institution, trust in director and trust in colleagues [21]. Trust in director is a belief for him to keep his promises, to behave consistently and fairly, to give clear and correct answers [11]. For creating environment of trust, it's necessary for administration to configure the feeling of trust in all employees of the organization and to direct them very carefully. The directors might develop trust or lose trust in organization with all what he did and applied as well as what he promised[35]. As an important representative of the organization, the factors such as coherence of the director's behaviors, having integrity in what he said and did, allowing participation and sharing control, clarifying given decisions by giving correct information, establishing an open communication with employees, considering what is best for the employees are assumed to affect the trust in director [33]. The process of organizational trust creation in public organizations is the responsibility of qualified managers and leaders. The role of managers and leaders in organization is of great importance. For successful feedback and observation of advanced organizational behavior, we need high level of interpersonal trust among the co-workers in organization [4]. The success, effectiveness and efficiency of organizations mostly depend on the trust of employees with each other in organizations. Lack of trust feeling, on the other hand, tarnishes the relations in the work environment.

It is not possible for people who are acting with suspicion towards each other to reveal a successful work at the end [5]. Trust in organization is a belief about consistent subscription and behaviours of organization when employees confront with an unspecified or risky situation [8]. For organizational trust, employees take a great leap of faith for the present and future state of their organization and conduct their job within this perspective. In turn, this trust helps increase in job satisfaction, productivity and performance (Akdere et al.[1]; Vineburgh [44]). Organizational trust is of great importance in success of organizations. Trust is an important issue for most organizations as it can have great advantages for organization. Organizational trust is defined as psychological state providing a feedback of how employees perceive the problems in the situations in which the organization is endangered [43]. It's expected with high level trust to result in high level business manners (work satisfaction, organizational commitment, etc.), positive organizational behaviours (such as organizational citizenship behaviour) and high level performance [9].

Organizational Commitment: The organizational commitment is considered to be a bond or linking between the individual and the organization [24]. Organizational commitment, on the other hand, is 'the relative strength of an individual's identification with and involvement in a particular organization [31]. Meyer and Allen [26] categorized the nature of such psychological state in three components: affective, continuance and normative commitment. Affective commitment is an attitudinal process whereby individuals come to think about their relationship to the organizations with respect to values and goals. It involves 'employees' emotional attachment to, identification with, and involvement in the organization. Organizations with employees of high affective commitment levels retain their employees because these employees simply want to work there. Continuance commitment refers to 'an awareness of the costs associated with leaving the organization. Organizations with employees of high continuance commitment levels retain their employees because these employees need to stay in the organization for the time being until they probably find a better or more suitable job for themselves. Normative commitment, on the other hand, reflects a feeling of obligation to continue in a job position based on employee's personal values and beliefs [23, [28], [29]. Meyer and Allen [28] did not indicate what the ideal, expected or average commitment level should be related with emotional, continuance and normative commitment. Shaw [38] identified three dimensions of organizational commitment: affective, continuance and normative commitment. Positive, sincere and utmost involvement of employee for its organization is called affective commitment. Emotional commitment is an emotional intimacy feeling as reflected in the sentence of "I'm working here because the people here are awesome and the work is so entertaining". Continuance commitment is a feeling which manifests itself in situations which might

cause many problems if the work is changed such as reflected in the sentence of "If I can find another job with the same salary, I immediately leave the work. Normative commitment, on the other hand, describes the commitment towards the worth and objectives of the organization and is a feeling of obligation as reflected in the sentence of "I'm working here because they employed me when I needed a job, I'm in debt [38]. In all studies performed, whether organizational commitment had positive or negative relationship with various factors was investigated. Besides, it was determined that the most desired situation is primarily high emotional commitment of employees, then normative commitment and finally continuance commitment [6]. Organizational commitment is described widely in management and literature of organizational behavior as key factor in relations between people and organizations. Organizational commitment can lead to useful outcomes as increasing the effectiveness, efficiency and productivity and reduction of trading volume and absence in individual and organizational levels [18]. Khorshid and Yazdani [20] in a study where "the investigation of the relationship between trust, contrast and organizational belonging by considering the moderating impact of organizational commitment" was investigated found that trust of employees to organization and contrast norms in organization had positive and significant impact on trust of employees. In addition, among various dimensions of organizational commitment, emotional commitment of employees to organization, the relations of trust of employees to organization with their organizational belonging and duality norms in organization adjust organizational belonging of employees positively and significantly. Bahrami et al.[3] indicated a positive and significant correlation between organizational commitment and organizational climate. Also other results showed that there are significant positive relationship between avoidance of organizational climate with affective commitment and focus on production with normative and continues commitment. Behaving of employees within organization with an awareness of being a part of this organization improves the level of contribution they had to the organization in both qualitatively and quantitatively. This is the main reason why this commitment is so important for the organization [13]. Organizational commitment is the strongest motivator that highly affects persons' intentions to perform well, increases his efficiency, and improves his skills. Organizational commitment is important for organizations because it is a good predictor of organizational goals and objectives, productivity, absenteeism and turnover [40]. Perceiving fair treatment and support applied by organization also affects organizational commitment together with this created trust [32].

Organizational trust and organizational commitment have importance in keeping the performance in organizations at high level and in getting desired results in terms of organizations. Organizational trust and organizational commitment are the most important driving forces for

organizational success. In this regard, the main purpose of this study was to investigate the organizational trust and organizational commitment relationship sports employees.

2. Materials and Methods

Participants

In this study where the relationship between organizational trust and organizational commitment was investigated, totally 179 sports employees including 54 females and 125 males working in Antalya, Kütahya and Karaman Provincial Directorate of Youth and Sports in Turkey were voluntarily participated.

Data Collection Tools

In order to determine organizational trust level of participants, "Organizational Trust Scale" developed by Omarov [33] was used whereas "Organizational Commitment Questionnaire" developed by Meyer and Allen [26] was used to determine the level of organizational commitment. For measuring the organizational trust level of participants in the research was used.

Organizational Trust Scale

The scale which was used by Omarov [33] in his study titled with "Organizational Trust and Work Satisfaction: An Application in Private Sector" was benefited. There are three factors being about trust in director, trust in colleagues and trust in organization itself. Trust in Director: The questions between 1-10, Trust in Colleagues: questions between 11-15, Trust in Organization itself: questions between 16-22. The answers for the questions in 22 question-scale were given in 5 point likert scale such as; 1-Absolutely not agree, 2- Not agree, 3-Undecided, 4-Agree, 5- Absolutely agree. The results of the scale were distributed in a range of 5.00-1.00=4.00 points. This range was divided into five and the levels determining the breakpoints of the scale were indicated. According to this, it was "very low" between 1.00-1.79 points, it was evaluated as "low" between 1.80-2.59, it was "medium" between 2.60-3.39 points, it was assessed as "high" between 3.40-4.19 points and it was "very high" in the range of 4.20-5.00 points.

Organizational Commitment Questionnaire

In order to determine the organizational commitment of participants, Organizational Commitment Questionnaire was used which was developed by Meyer and Allen [25], was reconsidered by Meyer, Allen and Smith [27] and adapted to Turkish by Wasti [45]. The scale was constituted of three dimensions such as emotional commitment, continuance commitment and normative commitment as well as 18 items four of which were negative. Emotional commitment expresses the positive interaction originated from similar values between organization and the employee. The expressions related with emotional commitment in the scale

were in the questions numbered with 1, 2, 3 and 16, 17, 18. In continuance commitment, the employee considers that he/she wastes time and effort exceedingly, makes investment for the organization, and as a result of this it is an obligatory to stay in the organization. The expressions related with continuance commitment in the scale were in the questions numbered with 4, 5, 6, 7, 8, 9. In normative (gratefulness) commitment, on the other hand, the employee is a belief that he/she should stay in the organization. These people think that they are obliged to their employers and as a result of the sense of obligation, it expresses he/she desires to continue working within the organization. The expressions related with normative commitment in the scale were in the questions numbered with 10, 11, 12, 13, 14, 15. [12]. Wasti [45] revealed that Turkish version of the scale confirms three dimensional structure in its original form and factor load values of scale items changed within 0.20 and 0.72. Moreover, the reliability coefficients were calculated as 0.78, 0.75 and 0.58 for emotional commitment, normative commitment and continuance commitment, respectively [45].

Hypotheses of the research

H1: There are differences organizational trust and commitment by gender.

H2: There are relationship between organizational trust and organizational commitment.

Tables were formed and interpreted according to these results.

Statistical Analyses of the Research

For the analysis of the data, SPSS 20.0 statistical software program was used. For the evaluation of the data, average, standard deviation, frequency and percentage statistics as well as t test, correlation and regression analysis were utilized.

3. Findings

Table 1. Demographical Information of Participants

Gender	n	%
Female	54	30.2
Male	125	69.8
Total	179	100.0
Age	N	%
25-30	54	30.2
31-35	45	25.1
36-40	37	20.7
41-45	17	9.5
46-50	15	8.4
51 and over 51	11	6.1
Total	179	100.0

As it can be seen in Table 2, a significant difference was found between organizational trust sub-dimension and trust in colleagues in terms of gender (p<0.05). The average values of trust in colleagues for female employees (18.75 ± 5.20) and for male employees (18.94 ± 4.35) were very close to each other. A significant difference was not found between trust in director in organization and trust in organization in terms of gender (p>0.05). There was a significant difference between emotional commitment sub-dimension of organizational commitment and gender (p<0.05). Average value of emotional commitment to organization for females was (22.70 ± 8.35) while it was found as (25.63 ± 8.29) for males. This indicates that emotional commitment of males to their organization was higher than that of females. A significant difference was not found between continuance commitment in organization and normative commitment in terms of gender (p>0.05).

As it can be seen in Table 3, a significant relationship was found between trust in director, emotional commitment and continuance commitment (p<0.05). There was also a significant relationship between trust in colleagues, emotional commitment and continuance commitment (p<0.05). A significant relationship was also indicated between trust in organization, emotional commitment and continuance commitment (p<0.05). A significant relationship was not found between organizational trust sub-dimensions and normative commitment (p>0.05).

Table 2. Investigation of Organizational Trust and Organizational Commitment Properties of Participants in terms of Gender Variable

	Sub-Dimensions	Gender	n	X ± SS	t	p
Organizational Trust	Trust in Director	Female	54	36.05 ± 8.74	0.984	0.684
		Male	125	37.52 ± 9.37		
	Trust in Colleagues	Female	54	18.75 ± 5.20	0.491	0.26*
		Male	125	18.94 ± 4.35		
	Trust in Organization	Female	54	20.44 ± 6.40	0.567	0.941
		Male	125	21.07 ± 6.96		
Organizational Commitment	Emotional Commitment	Female	54	22.70 ± 8.35	2.162	0.33*
		Male	125	25.63 ± 8.29		
	Continuance Commitment	Female	54	22.61 ± 6.99	0.482	0.630
		Male	125	23.11 ± 6.09		
	Normative Commitment	Female	54	20.46 ± 6.40	0.567	0.577
		Male	125	21.09 ± 6.96		

p<0.05

Table 3. Investigation of the Relationship between Organizational Trust and Organizational Commitment of Participants

Organizational Trust Sub-Dimensions	Organizational Commitment Sub-Dimensions	n	r	p
Trust in Director	Emotional Commitment	179	.49	.000*
	Continuance Commitment	179	.33	.000*
	Normative Commitment	179	.086	.253
Trust in Colleagues	Emotional Commitment	179	.30	.000*
	Continuance Commitment	179	.26	.000*
	Normative Commitment	179	.018	.018
Trust in Organization	Emotional Commitment	179	.50	000*
	Continuance Commitment	179	.32	000*
	Normative Commitment	179	.189	.011

p<0.05

Table 4.   Investigation of the Relationship between Organizational Trust Sub-Dimensions (Trust in Director - Trust in Colleagues - Trust in Organization) and Organizational Commitment Sub-Dimensions (Emotional Commitment, Continuance Commitment, Normative Commitment) of Participants

Dependent Variable	Independent Variable	ß	t	p	F	Model (P)	R^2
	Constant	.901	.319	.750			
Trust in Director	Emotional Commitment	.249	3.300	.001*			
	Continuance Commitment	.141	1.087	.278	27.822	.000*	.32
	Normative Commitment	.665	4.374	.000*			
	Constant	10.035	4.195	.000			
Trust in Colleagues	Emotional Commitment	.106	1.663	.098			
	Continuance Commitment	.179	1.624	.106	10.414	.000*	.15
	Normative Commitment	.312	2.423	.016			
	Constant	16.132	5.933	.000			
Trust in Organization	Emotional Commitment	-.009	-.119	.905			
	Continuance Commitment	-.052	-.416	.678	2.252	.084	.037
	Normative Commitment	.337	2.298	.023			

$p < 0.05$

As it can be seen in Table 4, a significant relationship was found between trust in director, emotional commitment and normative commitment ($p < 0.05$). Trusting of participants in director positively affected emotional commitment and normative commitment. There was also a significant relationship between trust in colleagues and normative commitment ($p < 0.05$). It was determined that trusting of participants in their colleagues positively affected normative (commitment to values and objectives of the organization) commitment. A significant relationship was also found between trust in organization and normative commitment ($p < 0.05$). It was stated that trusting of participants in their organizations positively affected normative (commitment to values and objectives of the organization) commitment.

4. Discussion and Conclusions

In this study where the relationship between organizational trust and organizational commitment was investigated, the following findings were found;

A significant difference was found between trust in colleagues and gender. The average values of trust in colleagues for female employees (18.75 ± 5.20) and for male employees (18.94 ± 4.35) were very close to each other. A significant difference was not found between trust in director in organization and trust in organization in terms of gender ($p > 0.05$). There was a significant difference between emotional commitment sub-dimension of organizational commitment and gender. Average value of emotional commitment to organization for females was (22.70 ± 8.35) while it was found as (25.63 ± 8.29) for males. This indicates that emotional commitment of males to their organization was higher than that of females. A significant difference was not found between continuance commitment in organization and normative commitment in terms of gender (Table 2). When organizational commitment levels of directors and teachers were investigated in terms of gender, it was found that the females experienced less emotional commitment than the males [15]. In another study where the relationship between organizational justice, trust and work satisfaction was investigated, it was determined that there was a positive relationship between organizational justice, trust and work satisfaction [17]. Top et al., [41] reported that, organizational trust has a significant effect on overall organizational commitment as well as its three dimensions for public servants and private employees. Lambert et al. [22] reported that, significant relationship between age, gender and educational levels to job stress and organizational commitment in a research.

A significant relationship was found between trust in director, emotional commitment and continuance commitment. There was also a significant relationship between trust in colleagues, emotional commitment and continuance commitment. A significant relationship was also indicated between trust in organization, emotional commitment and continuance commitment. A significant relationship was not found between organizational trust sub-dimensions and normative commitment (Table 3). Sheik-Mohammad et al., [37] performed a study regarding the significance of the relationship between organizational trust, job satisfaction and organizational commitment. There are many factors affecting organizational commitment. These are; age, gender, experience, organizational justice, trust, work satisfaction, role conflict, importance of performed work, support received, participation in resolution process, taking part in work, work safety, recognition, alienation, marital status, rights supplied except salary, desperation, work hours, grants, routinization, promotion opportunities, salary, other transactors, leadership behaviours, external work opportunities and interest in transactors [7].

A significant relationship was found between trust in director, emotional commitment and normative commitment.

Trusting of participants in director positively affected emotional commitment and normative commitment. There was also a significant relationship between trust in colleagues and normative commitment. It was determined that trusting of participants in their colleagues positively affected normative (commitment to values and objectives of the organization) commitment. A significant relationship was also found between trust in organization and normative commitment. It was stated that trusting of participants in their organizations positively affected normative (commitment to values and objectives of the organization) commitment (Table 4). Khatibi, et al. [19] indicated that a negative significant relationship was found between job stress and organizational commitment, affective commitment and normative commitment, but there was not a significant relationship between job stress and continuance commitment. Yıldız [46] reported that the influence of internal marketing on organizational commitment was partially mediated through job satisfaction. It was determined in the study of Topaloğlu [42] that trust has an improvement effect on organizational commitment of employees. The employees' trusts to their organizations continue on their organization membership voluntarily and adopt the objectives of organizations better. Bakiev [4] found in a study titled with "the impact of interpersonal trust and organizational commitment on organizational perception performance" that there was a positive and significant relationship between interpersonal trust and organizational commitment. The results of studies showed that interpersonal trust in employees and creating trustful climate led into high level of commitment and performance improvement. Fard and Fariba [14] indicated that, organizational trust had direct impact on organizational silence, organizational commitment and job satisfaction and had indirect impact via organizational silence on organizational commitment and job satisfaction. Also, organizational silence had direct impact on organizational commitment and job satisfaction. It was determined that trust had effect on organizational commitment and there was a positive relationship between trust and organizational commitment [34]. Taşkın and Dilek [39] reported that there was a strong relationship between organizational trust, emotional commitment and normative commitment. There wasn't a significant relationship between organizational trust and continuance commitment. These studies are in accordance with our research.

Consequently; a significant relationship was found between trust in colleagues and gender. A significant difference was not found between trust in director, trust in organization and gender. There was also a significant difference between emotional commitment and gender. It is remarkable that emotional commitment of male employees was more than that of female employees. A significant relationship was also indicated between trust in organization, emotional commitment and continuance commitment. A significant relationship was found between trust in director, emotional commitment and normative commitment. There was also a significant relationship between trust in colleagues, organizational trust and normative commitment. A significant relationship was not found between organizational trust sub-dimensions and normative commitment. Trusting of participants in director positively affected emotional commitment and normative commitment. It was determined that trusting of participants in their colleagues and organization positively affected normative (commitment to values and objectives of the organization) commitment. It was also concluded that organizational trust in sports employees positively affected organizational commitment.

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